

CONCORDIA UNIVERSITY
FACULTY OF COMMERCE AND ADMINISTRATION
MINUTES OF FACULTY COUNCIL MEETING
FRIDAY, APRIL 2, 1993

Present:

Members:

C. A. Ross, Chair, D. Acland (Acco. & M.B.A.), A. Ahmad (Fina.), K. Argheyd (Mana.), B. Barbieri (Mktg.), U. de Brentani (Assoc. Dean), D. Cimaglia (CASA), J. Dracontaidis (CASA), C. Draitmin (Assoc. Dean), G. Edwards (CASA), V. Fragiskos (CASA), M. Franklin (Mana.), Z. Gidengil (Mktg.), S. Goyal (DS&MIS), R. Hall (CASA), Alan Hochstein (Fina.), S. Hoffman (Lib.), A. Jalilvand (Fina.), N. Kaminaris (CASA), J. Kelly (Mana.), V. H. Kirpalani (Mktg.), D. Morin (DS&MIS), J. Oberg-Muller (Liaison), F. Rashkoven (Mana.), A. Saks (Mana.), L. Shanker (Fina.), M. Sharma (DS&MIS), F. Simyar (Acco.), S. Tamas (Acco.), T. J. Tomberlin (DS&MIS), R. O. Wills (Assoc. Dean),

Guests: S. Bishin, K. C. Dhawan

Absent with

regrets: G. Kanaan, M. Kusy, G. Martin, L. Prendergast, J. Nader

I **Call to Order**

The meeting was called to order at 09:35.

II **Closed Meeting**

There were no items on the agenda for a closed meeting.

III **Open Meeting**

IV **Approval of Agenda, CAFC-93-04A**

IT WAS MOVED BY M. SHARMA AND SECONDED BY A. JALILVAND THAT THE AGENDA, CAFC-93-04A, BE ACCEPTED AS PRESENTED.

THE MOTION WAS CARRIED.

V **Approval of Minutes of Previous Meetings - CAFC-93-02M and CAFC-93-03M**

The minutes of the Faculty Council meetings held February 5, 1993 and March 5, 1993, CAFC-93-02M and CAFC-93-03M were approved with the following revisions:

CAFC-93-02M: Delete V. H. Kirpalani from the absent with regrets listing.

CAFC-93-03M: Add B. Barbieri to the absent with regrets listing.

VI **Chair's Remarks and Question Period**

The Chair had no remarks.

During the question period, it was confirmed that the space problem for registration has not yet been resolved. The administrative restrictions encountered by the Department Chairs, in providing the students with the names of professors teaching fall and winter courses prior to the early registration, were discussed. A suggestion was made that the teaching assignments to full-time, on-going faculty be made for a two year period may be helpful.

In response to a student complaint that full-time faculty did not provide sufficient office hours, it was suggested that the Chair of the Department be informed in such cases so that some action can be taken.

With regard to a petition from students concerned with how the reduction of Limited Term Appointment faculty will reflect on the Diploma in Accountancy Programme, the Chair advised that he had the assurances of the Assistant Director of the programme that excellent UFE results can be expected again next year.

VII Business Arising from Previous Meeting

1. **Council Support for Recognition of C.A.S.A. by Concordia University - CAFC-93-03A-03**
THE FOLLOWING RESOLUTION WAS MOVED BY N. KAMINARIS AND SECONDED BY R. O. WILLS:

BE IT RESOLVED THAT ON BEHALF OF THE FACULTY OF COMMERCE AND ADMINISTRATION, FACULTY COUNCIL HEREBY REQUESTS AND STRONGLY RECOMMENDS THAT CONCORDIA UNIVERSITY IMMEDIATELY RECOGNIZE THE COMMERCE AND ADMINISTRATION STUDENTS ASSOCIATION AS THE OFFICIAL UNDERGRADUATE STUDENTS ASSOCIATION FOR ALL UNDERGRADUATE STUDENTS IN THE FACULTY OF COMMERCE AND ADMINISTRATION AND THAT AS A CONSEQUENCE C.A.S.A. BE ACCORDED ALL RIGHTS AND PRIVILEGES NORMALLY GIVEN BY THE UNIVERSITY TO STUDENTS ASSOCIATIONS RECOGNIZED BY THE UNIVERSITY SUCH AS THE RIGHT TO DIRECTLY NOMINATE STUDENT REPRESENTATIVES TO THE BOARD OF GOVERNORS, SENATE, CCSL AND OTHER UNIVERSITY COMMITTEES.

N. Kaminaris explained that in the past CUSA had disallowed candidates recommended by C.A.S.A. for appointments to University bodies and requested the support of Council to acquire the official status needed to appoint C.A.S.A. students to important University bodies.

It was noted that if the motion were adopted it may result in expanding the membership of the Board of Governors by one person. It was further noted that a motion to expand the Board of Governors to include additional faculty and student members would be discussed at the next Senate meeting.

With regard to the senior administration's response to the C.A.S.A. request, C.A.S.A. is hopeful that the adoption of the motion will bring serious consideration of a request that had been presented a number of times over the past three years.

N. Kaminaris advised that only the faculties of Arts and Science and Fine Arts pay fees to C.U.S.A. and in the event that the motion were to be adopted, Commerce students would not participate in CUSA elections.

THE MOTION WAS CARRIED (28 in favor - 0 opposed - 1 abstention).

2. **C.A.S.A. Motion: Deadline for Academic Withdrawals (CAFC-93-02A-04, CAFC-92-03A-01) and CAFC-93-04A-01**

G. Edwards explained that the CAFC-93-04A-01 is a revised motion as a result of discussion on this topic at the last Faculty Council meeting.

THE FOLLOWING RESOLUTION WAS MOVED BY G. EDWARDS AND SECONDED BY J. DRAONTAIDIS:

WHEREAS, FEEDBACK ON ACADEMIC PERFORMANCE IS CRITICAL TO STUDENT SELF ASSESSMENT AND LEARNING,

WHEREAS, THE TIMELINESS OF SUCH FEEDBACK IS VITAL TO STUDENT DECISIONS WITH RESPECT TO THEIR ACADEMIC PROGRAMS AND PROGRESS,

BE IT THEREFORE RESOLVED THAT, AS FACULTY POLICY, SOME FORM OF QUANTIFIED FEEDBACK ON ACADEMIC PERFORMANCE BE PROVIDED BY EACH INSTRUCTOR TO STUDENTS BEFORE THE ACADEMIC WITHDRAWAL DEADLINE, UNLESS THE COURSE DESIGN OR PEDAGOGY WOULD DEMONSTRABLY PROHIBIT SUCH FEEDBACK OR RENDER IT MISLEADING.

During the ensuing discussion, it was strongly agreed that providing students with feedback was essential and that the feedback should be provided as early in the course as possible. It was again emphasized that linking feedback to the academic withdrawal deadline may lead to lack of commitment on behalf of the students. It was pointed out that since the deadline falls during the eighth week of classes, more than half way through the course, that students should reasonably expect feedback. It was commented that another important issue was to identify the reasons why students drop courses during the eighth week of classes so that steps can be taken to help them.

It was indicated that this issue involved only 20% of the student body and was related specifically to courses in Accountancy, Decision Sciences and MIS. If the feedback indicated that continuing in the course would jeopardize their academic standing, they would be able to withdraw from the course, take remedial work, then take the course again.

It was noted that this issue was related to the GPA regulation and was significant to the Faculty's concerns about declining enrolments and student retention. The fact that many full-time students register for a 5-5 load with the intention of dropping the two courses in which they experience difficulties was another factor mentioned.

Objections were raised about taking a bureaucratic approach to the issue. It was recommended that specific courses where feedback has not been available be identified so that an individual solution can be found. It was also recommended that rather than drop courses, students could seek the guidance of their professors or their academic advisor.

It was suggested that the issue be discussed at the department level.

THE MOTION WAS DEFEATED (10 in favor, 17 opposed, 3 abstentions)

3. **The Role of Academic Units at Concordia: Action Plan Chairs Caucus - CAFC-92-03A-05**
A. Jalilvand explained that the Chairs' Caucus have attempted to clarify some misunderstandings of the role of the academic units in the University. He highlighted the contents of the document pointing out that it identified several problems encountered by the academic units, including a concern about the long term results of the appraisal process.

It was suggested that a definition of the expected relationship between the Chair/Unit head and unit members be added. With regard to recommendation #2, it was recommended that the students be represented on the Task Force. With regard to recommendation #5, it was suggested that further explanation be provided. With regard to recommendation #7, it was suggested that the role of the administrative assistant be clarified relative to the role of the secretary to the Chair. Some concern was expressed that the outcome of the Chairs' Caucus may be to initiate one more layer in the bureaucratic approval process of the University.

In response to a question as to what Council was expected to do with the document, the Chair advised that the comments of Council members would be recorded in the minutes which would be forwarded to the appropriate University bodies.

As a point of clarification, A. Jalilvand advised that the intent of the document was not to create a power base for the academic unit heads but to facilitate their tasks. In addition, he pointed out that many of the issues of the Chairs directly concern the Programme Directors in the Faculty of Commerce and Administration.

VIII Report: Commerce Undergraduate Curriculum Committee

Minor Changes - Departments of Accountancy and Management - CAFC-93-04A-02

IT WAS MOVED BY R.O. WILLS AND SECONDED BY D. ACLAND THAT FACULTY COUNCIL APPROVE THE MINOR CHANGES SUBMITTED BY THE DEPARTMENT OF ACCOUNTANCY AS PRESENTED IN DOCUMENT CAFC-93-04A-02.

THE MOTION WAS CARRIED - (UNANIMOUSLY).

IT WAS MOVED BY R.O. WILLS AND SECONDED BY J. DRACONTAIDIS THAT FACULTY COUNCIL APPROVE THE MINOR CHANGES SUBMITTED BY THE DEPARTMENT OF MANAGEMENT AS PRESENTED IN DOCUMENT CAFC-93-04A-02.

THE MOTION WAS CARRIED - (UNANIMOUSLY).

IX Report: Graduate Studies and Research

With regard to research, U. de Brentani reported that twenty-two proposals linking professors with M.Sc. students have been received. The adjudication will take place in mid-April.

X Reports from Faculty Representatives on University Committees

1. University Senate

A. Jalilvand reported that the main issues were the response of the Board of Governors to the Senate recommendations on the Report of the Ad Hoc Committee of the Board of Governors and the Appraisal Process for Senior Academic Officers of the University.

2. Arts and Science Faculty Council - There was no report.

3. Senate Academic Planning and Priorities Committee

A. Hochstein reported that the re-drafting of the Proposal for Restructuring the Office of Research Services and the provisional operating budget were the major topics of the last meeting. In addition, he reported that the Dean of the Faculty of Commerce and Administration had recommended that the committee give more attention to the planning process.

4. Senate Academic Programmes Committee

R. O. Wills reported that the committee reviewed several submissions from the Faculty of Arts and Science.

5. Senate Research Committee - There was no report.

6. Academic Services Committee - There was nothing to report.

7. University Library Committee - There was no report.

8. Undergraduate Scholarships and Awards Sub-Committee

M. Sharma reported that the committee recommended that students become eligible for scholarships upon admission and that a special scholarship be established for part-time students who take 3 courses per semester. In addition, he advised that difficulties in obtaining academic records for students with refugee status were discussed.

9. Sub-Committee on Academic Computer Policy - There was no report.

10. Computer Resources Committee - There was no report.

It was recommended that the Faculty Council Steering Committee ask M. Khalifa to make a report to Faculty Council on the Sub-Committee on Academic Computer Policy and The Computer Resources Committee on a bi-annual basis.

11. Board of Governors

P. E. Pitsiladis reported that the C.U.S.A. issue and the status of the Capital Campaign were the main topics of the March 17th meeting. He noted that to date the Board has not discussed the recommendations of Senate with regard to the Report of the Ad Hoc Committee but he expected that a special meeting of the Board will be held prior to the next regular meeting of the Board for this purpose.

A discussion ensued regarding the Table of Needs which had been approved by the Board. In response to concerns about the proposed allocation for funded Chairs and the question of whether or not the Faculty was free to solicit supplemental funding, the Chair suggested that the concerns and questions be sent to him in writing so that he can bring them to the attention of Dr. Cohen. As a point of clarification, the Chair stated that the building for the Faculty had been made a clear priority and emphasized the need for faculty members to participate in the campaign.

12. Council of Graduate Studies - There was no report.

13. Student Administrative Studies

With regard to admissions, J. Oberg-Muller reported that the deadline for application had been extended to April 1st and the applications were still being counted. Total application statistics will not be available until after the July 15th application deadline for part-time students. She advised that student retention was a priority and invited input from students, faculty and staff.

With regard to liaison, J. Oberg-Muller advised that the industrial campaign was underway - between twenty and thirty major corporations will be covered during the months of April and May. In conclusion, she advised that an information day will be held for all potential out-of-town registrants.

A brief discussion took place regarding the declining enrolment trends.

XI Reports from Student Associations

1. C.A.S.A. Report

N. Kaminaris reported that the new C.A.S.A. executive had been elected: Ramy Sedra, President, Sonia Balazic, Vice-President finance, Kassan Rahhal, Vice-President Internal Affairs, Raymond Hall, Vice-President Academic and Student Affairs, Nancy Johnston, Vice-President External Affairs, Michel Amour, Vice-President Marketing, Marc Fares, Vice-President Non-Academic Affairs. He mentioned that the new executive would welcome

ideas for projects and seminars. He announced that R. O. Wills Computer Lab is expected to be operational by the end of April. He reported that several C.A.S.A. students had the opportunity to visit the new building of the Faculty of Management of the University of Manitoba which had been funded totally by industry and encouraged the Faculty to pursue this approach. In closing, N. Kaminaris thanked all the faculty members for their support.

A VOTE OF THANKS TO N. KAMINARIS AND THE STUDENTS OF C.A.S.A. FOR THEIR EXCELLENT WORK ON FACULTY COUNCIL WAS MOVED BY V. H. KIRPALANI AND SECONDED BY R. O. WILLS.

THE MOTION WAS CARRIED - (UNANIMOUSLY)

2. **C.G.S.A. Report** - There was no report.

XII New Business

1. **Report of the Ad Hoc Committee on the Evaluation of Teaching (ACET) in the Faculty of Commerce and Administration - CAFC-93-04A-03**
IT WAS MOVED BY A. AHMAD AND SECONDED BY A. JALILVAND THAT FACULTY COUNCIL ACCEPT THE REPORT OF THE AD HOC COMMITTEE ON THE EVALUATION OF TEACHING (ACET), CAFC-93-04A-03

A. Ahmad explained that the mandate of the committee, described the process of formulating the report, and summarized the main points of the report.

During the discussion that followed the weighting of the student evaluation questionnaire was questioned relative to promotion and tenure consideration as well as the weighting of teaching vis-a-vis research and administrative skills. It was noted that smaller class sizes appeared to correlate to higher teaching evaluations. It was pointed out that in the Faculty of Commerce and Administration, teaching was frequently viewed as a punishment for not doing research which is contrary to the spirit of the document which perceives teaching as being equal to research. Concern was expressed that the document had not been discussed in all the departments. It was suggested that the document which provides a greatly improved method of evaluating teaching should be thoroughly discussed in all the departments and that the comments stemming from the departments be presented to Council prior to Faculty Council making a recommendation.

A brief discussion about prioritizing the documentation which, in the spirit of openness, was sent to the departments for discussion and comment. The importance of the document, in light of its potential impact on consideration for contract renewal, promotion and tenure, was stressed.

IT WAS MOVED BY N. KAMINARIS AND SECONDED BY B. BARBIERI THAT THE DOCUMENT BE TABLED AND FURTHER DISCUSSED AT THE DEPARTMENT LEVEL PRIOR TO THE MAY 7TH FACULTY COUNCIL MEETING

THE MOTION TO TABLE WAS CARRIED - (23 IN FAVOR, 0 OPPOSED, 0 ABSTENTIONS)

2. **Faculty of Commerce and Administration Academic Programmes Committee Mandate - CAFC-93-04A-04**
IT WAS MOVED BY C. DRAIMIN AND SECONDED BY U. DE BRENTANI THAT FACULTY COUNCIL APPROVE THE MANDATE OF THE FACULTY OF COMMERCE AND ADMINISTRATION ACADEMIC PROGRAMMES COMMITTEE, CAFC-93-04A-04

With regard to item 3.3, it was recommended that the Academic Advisor of the Faculty be added to membership of the committee. It was also recommended that student representation be revised to have four undergraduate students and one graduate student. It was pointed out that the membership seemed unbalanced with seven graduate programme directors to champion graduate issues while there was only one Associate Dean to represent undergraduate issues. It was suggested that the graduate programme directors membership be decreased or the vote of the Associate Dean, Undergraduate and Student Affairs, be given a weight of seven.

It was suggested that the document be revised to indicate that the committee has some control which is not apparent in the consistent use of the word recommend, that it be made clear in the document that the Undergraduate Curriculum Committee reports to the Academic Programmes committee. With regard to section E, concern was expressed that this committee would be dealing with confidential student files.

It was clarified that the Chairs, who are mainly responsible for undergraduate programmes, provided the balance in the committee membership. It was suggested that, as a coordinating committee rather than a legislative committee, there would be little rationale for the committee to examine confidential student files.

The Chair confirmed that the subcommittees listed in section I. have student representation. It was indicated that it would be inappropriate to include a notation to this effect in the document.

It was pointed out that the Associate Dean, Undergraduate and Student Affairs was directly responsible for student advising so that the inclusion of the Academic Advisor of the Faculty would be unnecessary.

In response to a recommendation, it was generally agreed that the document should not be sent back to the departments and that the question be called.

THE MOTION WAS CARRIED - (11 IN FAVOR, 9 OPPOSED, 1 ABSTENTION)

The Chair agreed to the recommendation that the document be widely disseminated. In response to a request to accept recommendations for revision of the document at the next Council meeting, the Chair suggested that the question be dealt with by the Faculty Council Steering committee.

XIII Other Business

1. Report of the Faculty Elections Committee - CAFC-93-04A-05

IT WAS MOVED BY C. DRAIMIN AND SECONDED BY G. EDWARDS THAT FACULTY COUNCIL APPROVE THE FINAL REPORT OF THE FACULTY ELECTIONS PROCEDURES COMMITTEE, CAFC-93-04A-05

C. Draimin summarized the main features of the document.

It was recommended that item 1.1 be amended to include the provision that one of the five members will be selected as the Chair of the panel. It was recommended that item 1.4 be deleted as it was inappropriate to change the membership of Faculty Council to accommodate the report of the elections panel.

The mover did not agree to the recommended amendments.

IT WAS MOVED BY N. KAMINARIS AND SECONDED BY A. AHMAD THAT THE DOCUMENT, CAFC-93-04A-05, BE AMENDED TO INCLUDE IN ITEM 1.1 THE PROVISION THAT ONE OF THE FIVE MEMBERS WILL BE SELECTED TO CHAIR THE PANEL AND THAT ITEM 1.4 BE DELETED.

It was pointed out that Faculty Council Membership requires the approval of Senate. It was also emphasized that all committees need a Chair.

It was agreed that the two issues included in the amendment be voted on separately.

THE FIRST PORTION OF THE MOTION TO REVISE SECTION 1.1 WAS CARRIED - (12 IN FAVOR, 4 OPPOSED, 1 ABSTENTION)

THE SECOND PORTION OF THE MOTION TO DELETE SECTION 1.4 WAS CARRIED (11 IN FAVOR, 3 OPPOSED, 1 ABSTENTION)

It was recommended that item 4.3 be amended to add the phrase "providing all category representation quotas are met" to the sentence which reads "If the number of nominees is less than or equal to the number of positions in a category, these nominees will be declared acclaimed (provided all category representation quotas are met)".

The mover accepted the recommendation as a friendly amendment.

It was clarified that the chair mentioned in item 4.4 represented the chair of Faculty Council, the Dean. It was strongly suggested that the Chair should be the Chair of the election panel.

THE MOTION WAS CARRIED - (17 IN FAVOR, 0 OPPOSED, 2 ABSTENTIONS)

Faculty Council extended a vote of thanks to M. Sharma for his efforts on behalf of the Faculty as Faculty Elections Officer.

2. International Exchange Programme Annual Report to Council - CAFC-93-04A-06

V. H. Kirpalani agreed to postpone the report until the next meeting of Council to accommodate K. C. Dhawan.

3. Reorganization of International Business Programme: Progress Report - CAFC-93-04A-07

After being granted speaking privileges, K. C. Dhawan distributed a listing of recent correspondence with the Chair of Faculty Council. He expressed his appreciation to all those who had supported him when he reported to Faculty Council in March.

In response to K. C. Dhawan's announcement that he would explain the handout, the Chair advised that it was the custom of the Council to discuss only materials that had been cleared through the Faculty Council Steering Committee and that it had been understood that Professor Dhawan's purpose at Faculty Council was to give a status report on the proposed reorganization of the International Business Programme.

K. C. Dhawan stated that since the inception of the programme, ten years ago, it had grown rapidly and now needed a home. He referred to his memo to the members of Faculty Council dated February 16, 1993, document CAFC-93-04A-07. He also stated that he had noted inaccuracies in the minutes of the March 5th Faculty Council meeting.

A point of order was called with regard to the Steering Committee not having had the opportunity to approve K. C. Dhawan's handout and it was recommended that the document distributed be ruled out of order. It was suggested that Professor Dhawan be encouraged to focus on the reorganization of the International Business Programme and to avoid further discussion of the handout distributed.

IT WAS MOVED BY N. KAMINARIS AND SECONDED BY B. BARBIERI THAT THE DOCUMENT DISTRIBUTED BY K. C. DHAWAN BE RULED OUT OF ORDER.

THE MOTION WAS CARRIED - (8 IN FAVOR, 0 OPPOSED, 7 ABSTENTIONS)

The Chair explained that he felt it was important that K. C. Dhawan report to Council that what he had been asking from Professor Dhawan was a comprehensive written report, similar to the International Exchange Programme report, which could be discussed at Faculty Council. The document received by the Steering Committee in March was not considered by the Steering Committee to be a comprehensive report, however, the Committee had agreed to make an exception to have Professor Dhawan give a verbal report to Council.

K. C. Dhawan stated that the International Business Committee had given him the mandate to go to the departments for feedback on the options listed in document CAFC-93-04M-07 which would subsequently be followed up with a report to Faculty Council. With regard to the Dean's recommendation that the reorganization of the International Business Programme should be referred to the Appraisal Committee for the Undergraduate Programme, K.C. Dhawan advised the Chair of the Appraisal Committee did not agree that this issue was within the jurisdiction of the Appraisal Committee. In conclusion, K. C. Dhawan advised that he would meet with the departments and bring the feedback from the departments to the International Business Committee in May and that he expected to make another report at the Faculty Council meeting in May.

It was suggested that members of departments would need to have a concise document to consider and respond to.

It was clarified by a member of the Appraisal Committee that the International Business Programme was within the jurisdiction of the Appraisal Committee for the Undergraduate Programme and it was suggested that it would be inefficient to have two major bodies of the Faculty focusing on this issue. It was recommended that the International Business Committee meet with the Appraisal Committee so that the Appraisal Committee can make a report that includes the concerns and interests of the International Business Programme.

It was noted that members of FAC would welcome a report and would be pleased to assist in giving feedback to the Appraisal Committee.

K. C. Dhawan stated that the minutes of the International Business Committee are sent to the Dean, the Chairs and the Appraisal Committee. He advised that he had requested, on three occasions, the opportunity to meet with the Appraisal Committee but was told that discussions had not begun on the International Business Programmes.

The Chair encouraged Professor Dhawan to consult with the departments and advised that the Steering Committee would welcome his subsequent report. He reiterated his objection to reports being distributed to Council members without having been submitted to the Steering Committee.

4. Nomination for Non-Academic Awards - Convocation June 1993 - CAFC-93-04A-08
This item was for information purposes only.

5. C.A.S.A. Motion - Pedagogy and class size - CAFC-93-04A-09
This item was not dealt with due to insufficient time.

IT WAS MOVED BY N. KAMINARIS AND SECONDED BY G. EDWARDS THAT THE MEETING BE ADJOURNED.

The meeting was adjourned at 13:10.

XIV Next Meeting

The next regular meeting of Faculty Council will take place on Friday, May 7th, 1993 at 09:30 in room GM403-2, SGW Campus.